

FAS**FAS TRACK**

FIELD ADVISORY SERVICES

Defense Civilian Personnel Management Service

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**LIFE IN THE *FAS*
LANE...**

Over the past six years I have had the privilege to be a part of an organization that works very hard to provide the best possible service to its customers. As the Chief of the Labor Relations Branch and, for the past seven months, as Chief of **FAS**, I have come to realize and appreciate the talents and dedication of the members of this organization. This has been confirmed daily through your e-mails, letters and telephone calls acknowledging and praising the service you received from member(s) of the **FAS** team. Everyone likes a pat on the back every once in awhile, so we very much appreciate hearing from you. With mixed emotions, this article will be my last official act for **FAS**. I have been selected to fill the position of Director, Workforce Relations and Development, Civilian Personnel Policy. For those of you

familiar with the DoD Personnel Policy function, this is the position recently vacated by Tom Garnett who retired. Leaving **FAS** was not an easy decision but I can assure you that my replacement, Mr. John Ehrbar, is committed to providing the quality level of service you have come to expect from **FAS**. I'm sure you recognize John's name; he served as the Chief of the Pay and Classification Branch prior to his new assignment. You are in good hands with John.

As a final note, I wish to take this opportunity to thank everyone in **FAS** for their dedication and support. They are without a doubt, the best group of individuals and professionals I have worked with during my Federal career. I also want to thank you, our customers, for giving us the opportunity to serve you.

Ken Oprisko

BENEFITS & ENTITLEMENTS

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Important Notice of Change in RSBP Course Dates

The dates for the next Retirement Systems Benefits Programs (RSBP) course in Rosslyn, Virginia, originally scheduled for January 22-26, 2001, has been changed to February 5-9, 2001. Please mark your calendars with the latest update for this training event.



2000 Federal Employees Health Benefits (FEHB) Program Open Season

The FEHB Program Open Season for year 2000 will be held from Monday, November 13, 2000, through Monday, December 11, 2000. The Office of Personnel Management (OPM) will be issuing a series of Benefits Administration Letters (BAL) in reference to the 2000 Open Season. The BAL's will provide information in reference to ordering open season materials, significant FEHB plan changes for 2001, suggested open season notices for employees and other useful information to help you prepare for the 2000 Open Season. This year there has been a change made in the quantity of RI-70-1, FEHB Guide for Federal Employees, your agency will receive. For the 2000 Open Season an amount equal to 25% of the agency population will be shipped. Individuals may also obtain the 2001 Guide for Federal Employees, health plan brochures and the news release announcing the 2001 premium rates from the OPM web site at www.opm.gov/insure/health.

FEHB Premium Conversion

In the May 3 edition of the FAS TRACK, we introduced you to a new program, health insurance premium conversion, which will go into effect October 1, 2000. Premium conversion permits enrollees to pay their share of the health benefits premium with pre-tax dollars, thereby reducing their taxable income, so they pay less Federal income tax, FICA taxes, and, with few exceptions, state and local income taxes. The Office of Personnel Management has now published the Federal Flexible Benefits Plan and has issued interim regulations which amend 5 CFR part 890 and add part 892 to establish the basic rules under

which the premium conversion plan will operate.

To ensure that the premium conversion plan qualifies for pre-tax treatment of health insurance premiums, OPM is also amending its allotment regulations at 5 CFR part 550, subpart C. This amendment is necessary because the mechanism by which the employee's taxable income is reduced to have the amount of the health benefits premium treated as a Federal allotment. Each employee participating in premium conversion will make an allotment to his or her employing agency in the amount of the employee share of the FEHB insurance premium. The agency will then use that amount to pay the employee's premium. The allotment will be automatic unless the employee elects to waive premium conversion.

According to the interim regulations, after an initial opportunity to waive participation in premium conversion before it first goes into effect, employees will be able to change their premium conversion status only during the FEHB open season or if they experience a qualifying life event. Qualifying life events, as defined in the interim regulations, include: (1) addition of a dependent; (2) birth or adoption of a child; (3) changes in entitlement to Medicare or Medicaid for employees, spouses, or dependents; (4) change in work site; (5) change in employment status of employee or spouse or dependent from either full-time to part-time or the reverse; (6) death of spouse or dependent; (7) divorce or annulment; (8) loss of a dependent; (9) marriage; (10) significant change in health coverage of employee or spouse related to spouse's employment; (11) start or end of an unpaid leave of absence by employee or spouse; or (12) start or end of spouse's employment. These qualifying life events for premium conversion purposes are based on IRS regulations.

The interim regulations also explain that while employees who participate in premium conversion will generally be able to make changes to their FEHB enrollment under the same conditions as they could before this program went into effect, there are two exceptions. Employees participating in premium conversion will only be able to (1) change their FEHB enrollment from family to self-only or (2) cancel enrollment in connection with a qualifying life event or during open season. Employees who waive participation in premium conversion will continue to be able to change to self-only or cancel enrollment at any time.

The Federal Flexible Benefits Plan; 5 CFR Parts 890 and 892 -- Health Insurance Premium Conversion; 5 CFR Part 550 -- Pretax Allotments for Health Insurance Premiums; and Payroll Office Letter P-00-13, FEHB Premium Conversion, are all available on OPM's Web site at <http://www.opm.gov/insure/health/pretaxfehb/index.htm>.

Federal Employees Health Benefit (FEHB) Carriers May Terminate Enrollment in FEHB Plans

The Office of Personnel Management (OPM) issued final FEHB regulations allowing insurance companies or carriers to terminate an individual's enrollment in FEHB plans in specific situations. Effective, December 4, 1998, FEHB carriers may stop an individual's FEHB enrollment when:

- Enrollment cannot be verified.
- A reliable source provides notification of the death of an enrollee with a self-only enrollment.
- A child survivor annuitant covered under a self-only enrollment reaches age 22 and is capable of self-support.

- An individual enrollee notifies the carrier that he or she has separated from Federal employment.

Blue Cross and Blue Shield (BC/BS) recently compared its record of enrollees against listings provided by the quarterly reports from Defense Finance and Accounting Service (DFAS). BC/BS records reflected enrollment for over 2000 individuals that were not on the DFAS listings as active employees. DFAS receives enrollment information from the operational personnel offices. Accordingly, BC/BS will act to notify these 2000 enrollees that their BC/BS enrollment will be cancelled 31 days after the date of the notice, unless the enrollees provide appropriate documentation to resolve the discrepancy. Appropriate documentation, includes:

- A copy of the Standard Form 2809; the Standard Form 2810 transferring the enrollment into the gaining employing office.
- Copies of leave and earning statements or annuity statements showing withholdings for the health benefits plan.
- A document or other credible information from the enrollee's employment office stating that the individual is entitled to continue enrollment in the plan and that the employee premiums are properly deducted.

If BC/BS does not receive documentation, they will proceed with action to disenroll or stop FEHB coverage and advise the individual of reconsideration rights. The reconsideration process described in the OPM Benefits Administration Letter 99-206 dated February

17, 1999; Payroll Office Letter P-99-06 dated February 17, 1999; and 5 CFR 890.308 allows the servicing personnel office to act as the reconsideration authority.

The reconsideration of a carrier's decision to disenroll an individual is different from the usual reconsideration process, described in our **FAS**, Benefits and Entitlements Reference Guide, [Reconsideration of Denial of FEHB or FEGLI Enrollment](#).

We expect the 2000 individuals identified by BC/BS are not current DoD employees. However, they may be former DoD employees who may choose to contact DoD servicing personnel offices for information or to obtain FEHB documentation when they receive the disenrollment notice. Therefore, we hope this is an informational notice only, and further action by operational personnel office representatives is not required.

FEHB Issue for Federal Civilian Employees Who Also Serve as Reservists

By memorandum dated June 2, 2000, to the Heads of Executive Departments and Agencies, the Director of the Office of Personnel Management (OPM) urged Federal agencies to pay both the employee and government share of the Federal Employees Health Benefits (FEHB) premiums for enrolled employees who are called to active military duty in support of DoD contingency operations. The OPM action was in response to a May 13, 1999, letter to OPM from the ASD (Reserve Affairs) who pointed out that families of civil servant-reservists may face financial and personal hardship in the absence of spouses as a result of a Reserve call-up. Many of these families are not located close to military medical treatment facilities and may prefer to remain with their current civilian health care provider in order to maintain

continuity of care. If the agency pays the employee share of the FEHB premium, in addition to the government share, it would help alleviate a hardship placed on civil servant-reservists and their families. ODASD (Civilian Personnel Policy)/CPMS staff will be working with representatives from OASD (Reserve Affairs), OUSD (Comptroller/Chief Financial Officer), the Components, and the Defense Finance and Accounting Service to develop a policy to implement this benefit in DoD. We will keep you informed on this issue as developments occur.

FEHB Program Enhancement

The Office of Personnel Management (OPM) forwarded a Memorandum for Personnel Directors of Executive Departments and Agencies, Subject: Mental Health and Substance Abuse Parity – Implementation in the Federal Employees Health Benefits (FEHB) Program, dated July 13, 2000. This memorandum introduces FEHB enhancements for 2001 FEHB enrollees, providing parity benefits for mental health and substance abuse treatment. Such an enhancement should contribute to healthy outcomes for enrolled employees and their families. Personnelists, particularly those assigned duties as the Employee Assistance Program (EAP) Administrator should take note and become familiar with the additional benefits available to employees enrolled in FEHB plans. OPM plans to work with FEHB health plans to educate enrollees and their families on this parity initiative through a multi-faceted approach using enrollment guides, brochures, and web sites. Near mid-November this year, OPM is scheduled to have additional information available at www.opm.gov/insure.

Long-Term Care Legislation

As noted elsewhere in this edition of the **FAS TRACK**, H.R. 4040 has been passed by both houses of Congress and has been sent to the president for signature. Title I of this bill, the Long-Term Care Security Act, directs the Office of Personnel Management (OPM) to establish and administer a program through which Federal employees and annuitants, current and retired members of the uniformed services, and their qualified relatives may obtain long-term care insurance through a qualified carrier.

Long-term care insurance provides coverage for long-term care needs such as nursing home care, home health care, assisted living facilities, adult day care, and personal care/homemaker care. These are services that are typically excluded from health insurance coverage because they are considered “custodial care.” Insured individuals are responsible for 100 percent of the charges for coverage.

Under the long-term care legislation, qualified relatives are defined as spouses and children 18 and older (including adopted children, stepchildren, and foster children) of employees, annuitants, and current and retired members of the uniformed services, as well as parents, stepparents, and parents-in-law of employees and current uniformed service members.

OPM will be working to establish the program so long-term care insurance will be available by October 2002. Additional information concerning long-term care insurance is on OPM’s Web site at <http://www.opm.gov/insure/ltc/index.htm>. In the coming months, there will be much to learn about this new program and we will provide

updates as more information becomes available.

Error Correction Legislation

The House of Representatives and the Senate passed the combined bill HR 4040, the Long-Term Care Security Act” and S1232 which provides relief to employees placed in the wrong retirement system. We expect the legislation to go to the White House for the President’s signature. The Office of Personnel Management (OPM) established a new [Erroneous Retirement Corrections Home Page](#), to provide current information on the legislation. FERCCA includes provisions for those employees and annuitants placed in the wrong retirement system to choose between the Federal Employees Retirement System (FERS) and the Civil Service Retirement System (CSRS-Offset). OPM will have six months to issue regulations after the President’s signature. Benefits Administration Letter (BAL) 00-110, Subject: Status on Retirement Coverage Error Corrections Legislation contains a chart outlining the major provisions of FERCCA. In addition, OPM established two e-mail subscription lists to notify you of the implementation of FERCCA. Both lists are open to anyone who wants to subscribe. You will find the information on the OPM Erroneous Retirement Corrections home page.

Did You Know? Social Security issued 16 million new and replacement cards in 1999. In 1999, Social Security processed 3,076,937 claims for retirement and survivors benefits.

Social Security Launches Work Web Site

Social Security recently launched a new web site, *The Work Site*, to help employers seeking an opportunity to hire individuals with disabilities. The web site at www.ssa.gov/work contains information on a wide range of topics, to include training programs and tax incentives for employers who employ disabled individuals. Also, the web site is an excellent source of employment related information for individuals currently receiving social security benefits, potential employers, service providers, advocates and others who desire to assist our disabled population.

Social Security: We recently received some information from a representative from the Social Security Administration (SSA) and we take this opportunity to share it with you:

- Social Security earnings from the prior year take about 5 or 6 months to post to Social Security Administration (SSA) records. Earnings for 1999 were completed the week of June 19, 2000.
- When applying for benefits, individuals should ALWAYS take the W-2 Form for the prior year to verify earnings.
- When an individual has military service in their employment history and chooses to apply for any benefits under SSA, the individual’s Social Security Card and DD Form 214 are required.
- Direct deposit is a statutory requirement for receipt of Social Security checks. However, full compliance with the direct

deposit provisions is not complete. Therefore, in some cases individuals may receive checks through the mail.

- SSA officials recommend individuals seeking social security benefits, contact SSA early, before their potential eligibility. Specifically, they recommend contact with them at least three (3) months prior to eligibility. This advance notice period will facilitate the determination of applicable benefits, application procedures, and collection of necessary documents.
- When an individual changes their name, as is the case of a change in marital status or other proceedings, the social security number stays the same.
- If a social security number is under different names, SSA will have a separate record for each name. In such cases, SSA will send out correspondence to the individual of record. If there is no response, SSA will not combine the contributions or the files. If you think employees are well aware of this provision, you may be as surprised as we were when the representative from SSA indicated that there is about 420B dollars in contributions being held in abeyance, pending confirmation of entitlements.

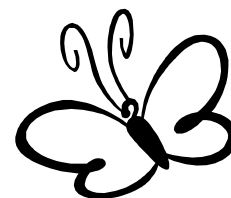
Assistance for Verification of Creditable Service

There are many challenging items to deal with when administering various retirement program issues. One of these is the verification of creditable service which is referenced in the OPM CSRS and FERS Handbook for Personnel and Payroll Offices, Chapters 1C3.1-1 C. When employees apply for and receive refunds of their retirement contributions, or owe a deposit for civilian or military service, the servicing personnelists may be the last to know. Use of Job Aid #4 in

the CSRS and FERS Handbook, Chapter 40, provides an excellent tool for verifying deposit and or redeposit information. Personnelists can receive verification of deposit or redeposit information by completing the form contained in Job Aid #4. Upon completion, the form should be mailed to the U.S. Office of Personnel Management (OPM), Retirement Operations Center, P.O. Box 45, Boyers PA 16017. OPM will also accept a facsimile transmittal at (724) 794-1351. This is especially important when a FERS employee applies for retirement and their record indicates a break in retirement coverage or a separation for over 31 days. Additionally, using the same procedure for FERS, employees who are rehired or transferred from other Federal employment may save time and effort in administering future separation or retirement related actions. Inaccurate information provided to employees, such as allowing credit for non-creditable service, may result in a finding that the employee's separation was erroneous and that the agency may be responsible for reinstating the employee with back pay. An excellent reference is the CSRS and FERS Handbook, Chapter 40A5.1-2 C.

New Number for B&E Training

Our training manager, Pete Delosh, has a new telephone number. Effective immediately you can reach Pete at (703) 696-1468. He is looking forward to hearing from all of you regarding your training requests and inquiries.



Benefits & Entitlement's Has Been Asked.....

A Collection of Questions From the Field

Q. A FERS employee died and has three children. The children are ages 17, 19 and 21. The 19 and 21 year-old children are full time students. The 17 year-old child is entitled to \$1000 a month for a Social Security survivor benefit. The 19 year-old and 21 year-old are not entitled to a Social Security benefit. How much will each child receive from OPM for a child's survivor annuity?

A. OPM will look at the total amount payable under the FERS children's survivor benefits, minus the total amount payable to all children eligible for Social Security benefits. They will then divide that amount by the number of eligible children. For example, the FERS monthly survivor benefit = $\$356 \times 3 = \1068 . Then, $\$1068 - 1000 = \68 divided by 3 = \$23 paid to each child from OPM.

In summary, the 17 year-old child will receive \$23 from OPM and \$1,000 from Social Security, which equals \$1023. The 19-year-old child and the 21-year-old child will receive \$23 from OPM and no Social Security benefit.

When the 17-year-old turns 18, the Social Security benefit will end. At that point the 21-year-old will be 22 and not eligible for children's benefits. The 18-year-old and the 20-year-old, at that time, will each receive \$356 from OPM. ($356 \times 2 = 712/2 = 356$). This also applies to CSRS-Offset cases. Refer to the CSRS/FERS Handbook, Section 72B2.1-2A.

Q. My office is still sending the SF 2821, Agency Certification of Insurance Status, via the mail to the payroll office for dual certification, as required. I see that procedures for death in service have changed to allow the dual certification to be made by two individuals within the personnel office. Does this procedure apply for all purposes of processing the SF 2821, or is it limited to death in service situations? Where is the justification for allowing dual certification within the personnel office?

A. The SF 2821, Agency Certification of Insurance Status, may have payroll certification made by a personnel officer who has access to payroll records. The two certifications, items 15 and 16, may not be made by the same official. The May 1995 version of the SF 2821 provides this information under the "Instructions to Employing Agencies," under the Completion of Certification section, item 9.

Classifier's Corner

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DRAFT JOB FAMILY STANDARD FOR ADMINISTRATIVE WORK IN THE INFORMATION TECHNOLOGY (IT) GROUP, GS-2200A

The Office of Personnel Management (OPM) has distributed the draft job family standard for administrative work in a proposed new occupational group, Information Technology

(IT) Group, GS-2200, for review, test application, and comment. Agency comments are due to the Defense Civilian Personnel Management Service, Field Advisory Services on October 16, 2000.

The study of the IT occupations is part of an integrated OPM initiative to significantly improve the Federal Government's ability to recruit and retain a high quality IT workforce. Both the Human Resources (HR) and IT communities expressed a need for innovative, optimal approaches to human resources management for the IT workforce. The draft standard is a result of a cooperative effort between OPM, agency HR Offices and the IT community. Representatives from each group participated in fact-finding, and development of technical/occupational information and work illustrations.

Earlier this year, OPM released the specialty titles for use by agencies participating in the IT Pilot Staffing Project and for optional use in other agencies. The present draft IT job family standard contains occupational information, factor level definitions, and illustrations geared to these specialties.

This standard covers all positions currently assigned to the Computer Specialist Series, GS-334, as well as positions classified in other series (e.g., the Telecommunications Series, GS-391, and the Miscellaneous Administration and Program Series, GS-301) where IT knowledge is paramount. It provides series definitions, titling instructions, and grading criteria for non-supervisory two-grade interval administrative positions in the GS-22XX, Information Technology Group, GS-2200.



Classification Has Been Asked....

A Collection of Questions From the Field

Q. I don't understand the "Adjustment Provision" found at the end of the General Schedule Supervisory Guide (GSSG), after the Point-to-Grade Conversion Chart. According to this provision, supervisory work shall not be less than GS-11. The supervisory position I am evaluating has a Base Level of GS-6. The total points credited for all six factors under the GSSG fall within the range for GS-7 on the Conversion Chart. Do I have to adjust the position's grade to GS-11?



A. No. *The adjustment provision applies when the grade resulting from comparing the total points credited for all six factors to the Conversion Chart is the same grade as that determined under Factor 5 of the GSSG, Difficulty of Typical Work Directed. If this occurs, the final grade for the supervisory work evaluated is adjusted one grade higher than the base level of work. For example, if the base level of work under Factor 5 is GS-7, and the total points credited for all six factors also converts to GS-7 using the Point-to-Grade Conversion Chart, the final grade for the supervisory work is adjusted upward one grade, to GS-8. If, however, the base level of work is GS-7, and the total points credited for all six factors converts to GS-8, no adjustment to the final grade is warranted.*

The Adjustment Provision further states that where the base grade of work credited

under Factor 5 is GS-9, the final grade for the supervisory work of a position shall not be less than GS-11. For example, if the base level of work is GS-9, and the total points credited for all six factors converts to either GS-9 or GS-10, the final grade for the supervisory work is adjusted to GS-11.

Q. The position I am evaluating is a combination of Computer Specialist work, GS-334, Communications Specialist work, GS-391, and Management and Program Analysis work, GS-343. I selected the Miscellaneous Administration and Program Series, GS-301, for the position because none of the occupational series is paramount. Is the Administrative Analysis Grade Evaluation Guide sufficient to determine the grade for this position?

A. No. *The Administrative Analysis Grade Evaluation Guide is used to evaluate the GS-343 work performed by the position. Grading criteria have been published for both the Computer Specialist, GS-334 series and the Communications Specialist, GS-391 series. These criteria must be applied to the applicable duties and responsibilities of the position, to ensure the correct final grade is identified. For additional guidance on grading Mixed Positions, consult the OPM Introduction to the Position Classification Standards and the OPM Classifier's Handbook.*

Q. How does the Adjustment Provision discussed in the question above apply to Deputy and Assistant Chief positions?

A. The Adjustment Provision does **not** apply to deputy and assistant chief positions, when these positions are graded according to the instructions in the General Schedule

Supervisory Guide (i.e., normally one grade lower than the grade of the supervisory duties of the position to which it reports). Thus, no adjustment is warranted to the grade of a full deputy or full "assistant chief" position, even if the grade level is the same as the base level of work calculated for the evaluation of the chief's position.

PAY

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Court Affirms OPM's "Leave Accrual Rates for Uncommon Tour Of Duty" Regulation

On June 12, the U.S. Court of Appeals for the Federal Circuit upheld a district court ruling confirming the government-wide regulation on the amount of annual leave Department of Defense civilian firefighters, who work uncommon tours of duty, accrue each pay period. In *Contreras v. United States*, 99-1311 (Fed. Cir. 2000), the court upheld the proportional accrual provision, under which employees who work an uncommon tour of duty accrue annual leave at the same rate per hour worked as do most Federal employees. The 5 CFR §630.210(a) states, "[A]n agency may require that an employee with an uncommon tour of duty accrue and use leave on the basis of that uncommon tour of duty. The leave accrual rates for such employees shall be directly proportional (based on the number of hours in the biweekly tour of duty and the accrual rate of the corresponding leave category) to the standard leave accrual rates for employees who accrue and use leave on the basis of an 80-hour biweekly tour of duty. One hour (or appropriate fraction thereof) of leave shall be charged for each hour (or

appropriate fraction thereof) of absence from the uncommon tour of duty.”

Under the Annual and Sick Leave Act, a full-time employee who works eight hours a day earns four, six, or eight hours of annual leave in a biweekly pay period, depending on tenure. The firefighters maintained that since their workday was 24 hours that they were entitled to accrue annual leave at three times the rate (i.e., 12, 18, or 24 hours of annual leave per pay period) an employee working an eight hour day would accrue. The Northern California District Court rejected this theory and upheld OPM's current regulation.

Non-foreign Area Cost-of-Living Allowance (COLA) Program

The Federal Government pays a cost-of-living allowance, known as a non-foreign COLA, to employees at locations in non-foreign areas where living costs are substantially higher than in the Washington, DC, area. The non-foreign COLA currently is paid to workers in Alaska, Hawaii, Guam and the Commonwealth of the Northern Mariana Islands, Puerto Rico, and the U.S. Virgin Islands.

Since 1996, the Office of Personnel Management (OPM) has been working to resolve long-standing disputes in the administration of the COLA program. OPM's efforts have resulted in a negotiated agreement that has been presented, and preliminarily approved, by the District Court hearing the case. Final determination is set for August 17, 2000.

Under the settlement, OPM will make significant changes in the process for calculating future non-foreign COLAs. In addition, employees currently receiving COLA, or who received COLA anytime after October 1, 1990, may be eligible for back pay.

For that reason, the Settlement Administrator established a site at [Http://www.colasettlement.com](http://www.colasettlement.com). Please inform employees who believe they might be involved to submit any questions, concerns, or comments about the settlement directly to the Settlement Administrator via the Internet address. They may also submit their questions and concerns to the address below:

Settlement Administrator
COLA Settlement
10300 SW Allen Blvd.
Beaverton, OR 97005-4833
1-877-480-2652 (toll-free)

Pay Setting Seminars

In 2001, the Pay Team will present four 2-day seminars in Rosslyn, Virginia, covering the essentials of pay setting for General Schedule and Federal Wage System employees.

January 10-11, 2001
April 18-19, 2001
July 18-19, 2001
October 17-18, 2001

This training is appropriate for Personnelists and Generalists who have at least six months of pay-setting experience. The objectives of the seminar are 1) to apply a better understanding of basic Government-wide and DoD pay-setting policies and flexibilities; 2) to set pay for various types of personnel actions; and 3) to improve the accuracy and consistency in pay setting. The seminars will be presented through lecture, classroom discussion and workshop exercises. Each participant will receive a handbook that can be used as a desk reference.

There is no tuition for the training; however, attendees will be responsible for their travel and per diem expenses, if applicable. The seminars will be held at 1400 Key Boulevard,

Arlington, Virginia, which is near the Rosslyn Metro Station. Seating is limited so if you are interested in attending one of these seminars, please call Lee Kara on the Pay Team (commercial (703) 696-6301, ext. 531 or DSN 426-6301, ext. 531) as soon as possible to reserve a space.

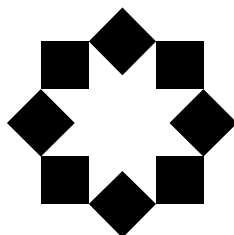
Take Note



The Director of the Office of Personnel Management (OPM) transferred the authority to settle federal employees' compensation and leave claims from the Claims Adjudication Unit, Office of General Counsel, to the Office of Merit Systems Oversight and Effectiveness on April 10, 2000. To reflect this in-house organizational change, OPM amended 5 CFR Part 178 on July 3, 2000. Claims should be submitted to the Program Manager, Office of Merit Systems Oversight and Effectiveness, Room 7671, Office of Personnel Management, 1900 E Street NW, Washington, DC 20415. The telephone number is (202) 606-7948.

Temporary Duty (TDY)

Effective January 1, 2000, taxes on lodging are separately reimbursable for Alaska, Hawaii, Puerto Rico, the Northern Mariana Islands and Possessions of the United States. With regard to foreign travel, however, room taxes have not been removed from foreign travel rates. Thus, separate claims for taxes are not allowed.



Staffing Notes

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PERSONS WITH DISABILITIES

On July 26, 2000, the President issued Executive Order 13163, "Increasing the Opportunity for Individuals With Disabilities To Be Employed in the Federal Government." The order calls for an increase in outreach efforts and in providing reasonable accommodation to individuals with disabilities, in order to increase the rate at which persons with disabilities are hired. The Federal Government, as a model employer, will take the lead in educating the public about employment opportunities available for individuals with disabilities. The increased efforts will permit persons with disabilities to compete for employment on a more level playing field. The Executive Order established a goal of 100,000 new hires to Government of individuals with disabilities over the next five years. At this time, DoD has signed up to hire 50,000 employees with disabilities. Current hiring authorities exist to facilitate placements.

HENDERSON V. DEPARTMENT OF INTERIOR – RIF RETREAT RIGHTS

The opinion of the US Court of Appeals for the Federal Circuit in *Henderson v. Department of the Interior*, 202 F.3d 1356, (Fed. Cir., January 28, 2000), affirmed an MSPB decision (79 M.S.P.B. 230 (1998))

upholding an employee's removal in a reduction in force(RIF) and denying her the right of retreat to a position she sought. The decision included language, not essential to the Court's holding in the case, interpreting OPM regulations in a way that could be read to require agencies to consider the grade-interval structure of both the position held by an employee released from his/her competitive level as a result of first round RIF competition, as well as the grade-interval structure of a position to which the employee may have a right to retreat in second round RIF competition.

We expect OPM to issue proposed regulations clarifying this issue. Until we do, DoD Components will continue to process RIFs based on the position held by an employee released from his/her competitive level, as required under 5 CFR Part 351. There is no requirement to change processing at this time

Staffing's Been Asked...

A Collection of Questions From the Field

Q. Can a current employee, appointed under the Veterans' Readjustment Authority (VRA), apply for promotion under the Veterans' Employee Opportunity Act (VEOA)?

A. *If an announcement is open to VEOA eligibles, a VRA employee can apply. However, the VRA employee remains subject to the agency's Merit Promotion Plan, which means that they are also subject to eligibility criteria such as time*

in grade. The VEOA does not exempt veterans, who are also Federal employees, from the provisions of law and regulation that apply to all employees.

Q. When an employee is on LWOP-US for more than 30 days, 5 CFR 353.205(b) states they have up to 14 days after completion of their military service to return to their civilian position. What status would the employee be in on those days?

A. *LWOP-US expires upon completion of their military service; therefore, the employee would need to be carried in some type of leave status (i.e., LWOP, Annual, etc).*

Q. Would a period of active duty followed by a dishonorable discharge be creditable for reduction in force purposes?

A. *Total time in active service in the Armed Forces, including active duty and active duty for training as found in 37 U.S.C. 101, is credited for reduction in force purposes for those who are not retired members, regardless of the type of discharge.*

Q. Do you only document Veterans' Preference on the action in which it was used?

A. *Change 34 to the Guide for Processing Personnel Actions modifies instructions to allow all instances of veteran's preference be documented in block 23 of SF-50; not just on the action in which it was used.*



Delegated Examining & Overseas Staffing

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DELEGATED EXAMINING AUTHORITY LIMITATIONS

Delegated examining agreements permit a civilian personnel office to conduct competitive examining in lieu of contracting these services from the U.S. Office of Personnel Management. The examining activity is restricted, however, to the specific position series and grade levels identified in the agreement. Prior to initiating recruitment, the personnel office administering the delegated examining operations should review its delegation agreement to ensure that the position is covered by the current agreement. The personnel office may request authority to examine for additional positions by submitting a written request to amend the current agreement to add new requirements. The **FAS**, Delegated Examining Section is available to provide guidance on processing amendments.

HOW GOOD IS YOUR DELEGATED EXAMINING OPERATION?

Each activity that has a Delegated Examining Agreement (DEA) must conduct a self-assessment of its examining operations on an annual basis. This review is designed to

ensure that the delegated examining operation (DEO) is in compliance with Merit System Principles, Veterans' Preference, and other Federal laws and regulations. In addition, the review can serve as a very useful tool to evaluate program effectiveness and identify areas that are deficient or need improvement. It is imperative that the self-assessment review be thorough and comprehensive and that the scope and sample size be broad enough to represent a valid indicator of performance. The DEA can be suspended or terminated for noncompliance that results in legal or regulatory violation. The annual self-assessment should be performed at least once in each twelve-month period, e.g. the anniversary of the DEA. Instructions for conducting the review are contained in Section 9 and Appendices K-N of the Office of Personnel Management Delegated Examining Operations Handbook and the DoD DEA. The current version of the handbook is dated October 1999. A copy of the annual review must be furnished to the local OPM Service Center and FAS, Delegated Examining Section. Activities needing assistance should contact the FAS, Delegated Examining Section.

DEU & Overseas Staffing Has Been Asked... *A Collection of Questions From the Field*

- Q. My activity has delegated examining authority. How can we be sure we are following the most current guidelines?**
- A. The U.S. Office of Personnel Management (OPM) has published a Delegated Examining Operations Handbook which contains policy and procedures that must be followed in implementing the delegated examining agreement. The current version**

of the Handbook (October 1999) is now available on the OPM web site at <http://www.opm.gov/deu>. Activities should periodically check the OPM web site for information and updates to the handbook.

Q. We need to advertise a job using delegated examining and merit promotion. The manager wants to limit consideration to the local commuting area. Is this allowed?

A. Under merit promotion you can determine the area of consideration according to your local staffing plan. However, public notice requirements under delegated examining do not allow restricting the area of consideration. All interested individuals must be allowed to apply. Section 5 of the OPM Delegated Examining Operations Handbook provides the required guidance.

Q. I understand that we are required to conduct an annual self-assessment of our delegated examining operation. When should this be done?

A. The annual review is required to be performed at least once in each twelve-month period. It would be appropriate to schedule your review on the anniversary of your delegated examining agreement. Don't forget to furnish your local OPM Service Center and the FAS Delegated Examining Section a copy of your evaluation.

Q. When are we required to grant return rights to one of our employees who has accepted an assignment overseas with another DoD Component? We (Army) have an employee who has accepted a position overseas with Air Force in Japan.

A. DoD policy requires that return rights must be granted across Component lines if the assignment is to any of the following areas: Turkey, Finland, Israel, Kuwait, Bahrain Island, Malaysia, Russia, United Arab Emirates, Africa, South America, Saudi Arabia, Japan, Korea, Panama, Johnston Island, and certain NATO positions. DoD is currently in the process of coordinating a policy that would also mandate return rights for assignments with joint or unified commands. Your component may have issued specific guidelines regarding administration of return rights for your employees, so you should also check with your major command or component headquarters for guidance in other situations.

Q. One of our employees (Army) transferred to another Army activity overseas with return rights to our activity. He is still overseas and now wants to accept a position with Air Force overseas. When he completes his assignment with Air Force, will we still be obligated to honor his return rights?

A. Not necessarily. According to DoD policy, return rights granted by a component are forfeited when the foreign area employee transfers to another DoD component, unless the assignment is to one of the mandatory areas (see Q&A above), or unless the activity in the U.S. agrees to continue the return rights. You should check your component's guidance to see if it requires that return rights in such a situation be continued.



Q. Are overseas assignments still limited to 5 years? What is the current guidance?

A. Yes. DoD 1400.25-M, DoD Civilian Personnel Manual (CPM), Chapter 301.4, dated August 24, 1988, outlines the DoD policy for restricting the time limit on overseas employment.

ICUC

Injury and Unemployment Compensation

**INJURY AND UNEMPLOYMENT
COMPENSATION TRAINING
CONFERENCE**

The Injury and Unemployment Compensation (ICUC) Division will host its third annual training conference. The ICUC Training Conference will be held from March 5 - 8, 2001, at the Radisson Hotel in San Diego, California. The registration fee is \$250 per attendee, which includes a reception on the evening of March 5.

The ICUC Training Conference will provide detailed information and guidance on the management of the injury and unemployment compensation programs. The Conference is intended for those individuals who are involved in the administration or management of these programs. Details on the Conference will soon be posted on ICUC's web site <http://www.cpmc.osd.mil/icuc/icuc.htm>. Any questions may be directed to the ICUC Division at (703) 696-1985 or DSN 426-1985. We are looking forward to another great conference and hope to see you there!

**Regionalization
And
Systems Modernization**

<http://www.cpmc.osd.mil/pmo/homepage.htm>

**THE FUTURE –
DoD HR MANAGEMENT IN
THE NEW CENTURY****REGIONALIZING CIVILIAN
PERSONNEL**

Suppose the company or organization you work for is downsizing by about thirty percent. Now suppose you are the company's Human Resources (HR) manager, and you are told to cut your HR staff by fifty percent. Oh, and by the way, you need to improve the service you provide to your 750,000 customers (that's right, your company has more than 750,000 employees, worldwide). Throw in some steep budget cuts, outdated Federal government personnel regulations, proprietary information systems, and some intra-organizational cultural clashes. At the same time, the technology explosion, as well as Government Performance and Results Act, National Performance Review, and internal Department of Defense (DoD) mandates and initiatives, such as those resulting from base closure and realignment, require unforeseen and unprecedented actions. What would you do?

This was the situation faced by the DoD HR community in 1989. It was clear that managing change of this magnitude required innovative methods for reinventing the HR function across the Department if it was to be prepared for the challenge of a new century.

Faced with the challenge of doing things better, faster, and cheaper, the DoD HR

community undertook a massive effort to overcome years of resistance, and to find innovative and cooperative ways to improve HR practices. A long-term strategy was developed that would take advantage of rapid advancements in information technology to leverage staff and to reduce operating costs. The foundation of the strategy included re-engineering processes, restructuring organizations, realigning work, transferring employees, and modernizing the supporting automated information system. The challenge was enormous given the need to avoid disruptive changes while continuing to provide quality service and worldwide support to 750,000 civilian employees.

The initial thrust was to capitalize on economies of scale by restructuring the HR service delivery configuration throughout DoD. Working with DoD Components (Army, Navy, Air Force, and the Defense agencies), twenty-two HR Regional Service Centers (RSCs) were established to accomplish “backroom” personnel transactions requiring little or no customer interaction. These services include maintaining the Official Personnel Folder, processing personnel actions and training requests, filling positions, and providing data system support. Under this framework, the local HR offices, now called Customer Support Units (CSUs), were downsized to concentrate on providing services requiring customer face-to-face interaction. An independent economic analysis indicated that the workload transferred to RSCs could be performed with twenty-five percent fewer resources than previously employed.

Although a generic regionalization model was developed, it became apparent that a “one-size-fits-all” approach would not be the best way to regionalize personnel servicing across DoD. Because of size, geographical

dispersion, and differences in mission requirements, variations were necessary to meet unique operational requirements and management preferences.

All RSCs are now operational, and have demonstrated that the regionalized delivery approach is feasible and viable. As experience is gained with the varying regional configurations, the variations are evaluated to determine operational effectiveness and to identify the concept that provides optimum customer support and service.

At the same time as the regionalization of our service delivery structure, efforts to consolidate and modernize the civilian personnel information systems being used by DoD Components were initiated. The former systems were not standardized or interoperable. As a result, they inhibited effective implementation of electronic processing, restricted manager’s access to needed data, and provided very limited management information and decision assistance. These limitations provided almost unlimited opportunities for improvement.

Commercial off-the-shelf (COTS) computer software applications (primarily Oracle) were used in the modernization effort to reduce development time and system fielding costs. Industry “best practices” were implemented through the purchase of commercial software. To meet unique government requirements as well as the needs of the large and diverse DoD workforce, the new system required some customization. In order to address DoD’s requirements, a partnership with the DoD Components was established to effectively share and collaborate on all aspects of new system development.

The major benefits of the new system are that it centralizes data to provide on-line access to

everyone that needs it, reduces duplicative data entry and redundant operations, reduces the error rate, and provides an electronic tracking capability. The “bottom line” is that the new system provides users a modern tool that helps the DoD Components control costs while achieving greater management flexibility. The new system, the modern Defense Civilian Personnel Data System (DCPDS), is the largest known automated HR information system in the world.

In preparation for the monumental task of regionalization and systems modernization, several years were spent reengineering the major personnel processes to make them more standardized, streamlined and effective. While the modern DCPDS was being developed, DoD was using interim and bridge systems to implement new personnel processes and meet the immediate automation needs of the RSCs. The functionality of these systems has been folded into the modern DCPDS. With this approach, the RSCs and local CSUs gained additional time to establish communication links, familiarize themselves with the new electronic environment, and develop a support infrastructure.

The heart of the modern DCPDS is the user-friendly technology that enables DoD managers to perform personnel related tasks formerly relegated to the HR staff. It will electronically link the regional service centers to the customer support units and to the serviced population. When fully deployed, managers, supervisors, and civilian personnel staffs, at all levels, will have immediate access to an extensive array of data and services never before available. Managers will be able to initiate and track personnel actions, obtain up-to-date personnel and payroll data, and generate ad hoc reports – all from their workstations.

Testing, Deploying, and Operating the Modern DCPDS

DoD has developed and deployed the modern DCPDS to three operational test sites: the Army Civilian Personnel Operations Center (CPOC) at Ft. Richardson, Alaska; the Navy’s RSC at Silverdale, Washington; and the Air Force Personnel Center at Randolph, AFB, Texas. These sites have been using this system in a live environment since the Fall of 1999. Worldwide deployment is expected to be completed during 2001.

The modern DCPDS operates via a network environment. Information flows between each CSU and its respective RSC by servers located at each location. Across the Department, each Region will initially have its own databases – one for each RSC. The RSC database will contain information for all employees serviced by that Region. (Data for the entire RSC, or each serviced CSU, can be accessed at the Region.)

The regional servers will likewise be linked to the DoD Corporate Management Information System (CMIS), where a database containing information on all DoD employees will be maintained.

Access to the system, at all levels within the Department, will be based on an individual’s official need for information. The Defense Civilian Personnel Management Service (CPMS) manages access at the departmental level; the Components are responsible for granting access at the Component headquarters level and below.

Using the modern DCPDS will undoubtedly take a period of adjustment – but ultimately, its users will appreciate the increased access to information, enhanced productivity,

reduced redundancy, and improved operations that it provides.

Changing the Way Personnelists Work

Access to systems information will increase. From a desktop computer, a personnelist will be able to monitor and track a variety of personnel transactions such as the status of a personnel action, a security clearance, or a specific benefit. No more searching for documents or waiting for data products that only systems support people can provide. The personnelist will spend less time tracking down papers and personnel folders because much of the data needed to do the work will be in the system. The windows-like computer screens provide a familiar electronic environment. Dropdown and pop-up lists of transaction information reduce processing time and assist the personnelist with processing decisions. System crosschecks and edits reduce the possibility of processing errors and increase the quality of the support provided.



Modern DCPDS Training

To help train the Defense workforce, CPMS has developed a comprehensive Train-the-Trainer (TTT) program. Each Component selects student trainers, who will be responsible for training Component end-users, to attend a two-week TTT session conducted by CPMS.

CPMS has developed an all-inclusive User's Guide that provides step by step systems navigation and operation procedures. The modern DCPDS User's Guide incorporates lessons learned and hands-on exercises to provide trainers a comprehensive training tool. The Guide is provided to each student trainer during the TTT session. The User's Guide provides specific lesson plans and, more importantly, it provides the Component trainers with an excellent tool for developing Component-unique training.

The User Guide is available on the CPMS web site. You may download the entire manual (Warning: the entire manual is several hundred pages) or only needed sections. The address for the CPMS web site is: www.cpms.osd.mil/pmo/modern.htm

CPMS Employment Corner

The following vacancy announcements for CPMS positions are currently open. Complete application instructions are contained in the announcements. Vacancy announcements are available on the Human Resources Operations Center (HROC) job

opportunities web site at <http://www.hroc.dla.mil/joas> or on the OPM jobs bulletin board at <http://www.usajobs.opm.gov>.

Supv Personnel Mgt Specialist

GS-0201-15, FAS, Rosslyn, VA
Ann #DHRA-00-2860, closes 9/21/00

Program Manager

ES-0301, Reg/Mod, Rosslyn, VA
Ann #DHRA-00-9, closes 9/25/00

Personnel Management Specialist

GS-0201-13, CARE, Rosslyn, VA
Ann #CPMS-00-2913, closes 9/25/00

Position Classification Specialist

GS-0221-12/13, FAS, Rosslyn, VA
Ann #CPMS-00-2941, closes 9/28/00

Personnel Management Specialist

GS-0201-12/13, FAS, Rosslyn, VA
Ann #CPMS-00-2936, closes 10/3/00

Facilities Admin Specialist

GS-0301-09 (potential GS-11), DLAMP,
Hanscom AFB, MA
Ann #DHRA-00-2948, closes 10/13/00

JOHN J. EHRBAR
Chief, Field Advisory Services
Defense Civilian Personnel Management Service

UPCOMING LABOR RELATIONS/EMPLOYEE RELATIONS TRAINING OPPORTUNITIES

FAS Labor Relations is providing this training information as a support service only. We do not endorse any of the courses or providers. For additional information or to register for classes interested parties should contact the providers directly at the phone numbers, or addresses, listed below.

Course Name	Date	Course Cost	Location	Contact Phone # or e-mail	Course Description
Writing Performance Work Statements	8/28 thru 8/30	\$450	Management Concepts Denver, CO	Management Concepts 703-790-9595 www.mgmtconcepts.com	Partnerships facing possibility of A-76 Contracting Out may wish to better understand this critical step in the A-76 process.
Basic Employee Relations	8/28 thru 8/31	\$545	USDA Grad School Salt Lake City, UT	USDA Grad School 214-767-8245	Learn about probationary periods, conduct and discipline issues, Chapter 75 and 43 actions, grievances and appeals, and performance management.
Adverse & Performance-Based Actions	8/28 thru 8/31	\$545	USDA Grad School Atlanta, GA	USDA Grad School 404-331-3488	Detailed instructions on how to handle critical ER actions and how to advise supervisors on making sustainable decisions under Title V, Parts 432 and 752 CFR.
OMB Circular A-76: Performance of Commercial Activities	8/28 thru 9/1	\$683	Management Concepts Vienna, VA	Management Concepts 703-790-9595 www.mgmtconcepts.com	An overview of the A-76 process, including development of the performance work statement (PWS), management plan, and cost estimate. Bring a calculator to class.
Basic Employee Relations	8/29 thru 9/1	\$545	USDA Grad School Philadelphia, PA	USDA Grad School 215-861-4700	Learn about probationary periods, conduct and discipline issues, Chapter 75 and 43 actions, grievances and appeals, and performance management.
Consulting Skills for Human Resource Professional: How to Partner With Management	8/31 thru 9/1	\$395	USDA Grad School Washington, DC	USDA Grad School 202-314-3400	Learn the role of consultant and partner to management, identifying the steps in the consultative process, selecting strategies, and using critical skills including facilitation.
Alternate Dispute Resolution	8/31 thru 9/1	\$395	USDA Grad School Washington, DC	USDA Grad School 202-314-3400	An overview of the many forms of dispute resolution.
Facilitator Workshop	9/5 thru 9/8	\$545	USDA Grad School San Francisco, CA	USDA Grad School 415-281-7025	Learn how to facilitate complex human interactions in a group setting.
Employee Performance and Conduct Problems	9/6 thru 9/7	\$395	USDA Graduate School Washington, DC	USDA Graduate School 202-314-3400	Course teaches you how to proceed confidently when ordinary communications do not improve employee behavior.
Labor Relations for Supervisors & Managers	9/6 thru 9/8	\$475	USDA Grad School Atlanta, GA	USDA Grad School 404-331-3488	Teaches managers and HR professionals how to deal with labor issues in the workplace.
Freedom of Information & Privacy Act Workshop	9/6 thru 9/8	\$495	USDA Grad School San Diego, CA	USDA Grad School 415-281-7025	Learn how to apply the basic principles of these two statutes.
Alternate Dispute Resolution	9/11 thru 9/12	\$395	USDA Grad School Atlanta, GA	USDA Grad School 404-331-3488	An overview of the many forms of dispute resolution.
Basic Employee Relations	9/11 thru 9/14	\$645	USDA Grad School Washington, DC	USDA Grad School 202-314-3400	Learn about probationary periods, conduct and discipline issues, Chapter 75 and 43 actions, grievances and appeals, and performance management.
Consulting Skills for Human Resource Professional: How to Partner With Management	9/12 thru 9/13	\$325	USDA Grad School Atlanta, GA	USDA Grad School 404-331-3488	Learn the role of consultant and partner to management, identifying the steps in the consultative process, selecting strategies, and using critical skills including facilitation.
Strategic Planning: GPRA and NPR-Based	9/12 thru 9/14	\$645	USDA Grad School Washington, DC	USDA Grad School 202-314-3400	Both the Gov. Performance & Results Act and the Nat. Performance Review require us to reengineer our organizations to work better and cost less. Learning the skills of strategic planning can help build dynamic plans for growth and success.
Basic Labor Relations	9/12 thru 9/15	\$545	USDA Grad School San Diego, CA	USDA Grad School 415-281-7025	This course is the foundation for labor relations expertise under Title V, Chapter 71, and Executive Order 12871.

Significant Developments in MSPB Law, Process & Procedures	9/13 thru 9/14	\$495	Holiday Inn Rosslyn Westpark Arlington, VA	Government Training Institute 703-998-7446 www.govtrain.org	Members and staff of the MSPB and respected practitioners discuss recent MSPB cases and procedures.
Interest-Based Problem Solving	9/13 thru 9/15	\$475	USDA Grad School Atlanta, GA	USDA Grad School 404-331-3488	Learn the pitfalls of the traditional, adversarial approach and the techniques for resolving problems based on mutual and separate interests.
Professional Mediation Skills and Process	9/13 thru 9/15	E=\$395 L=\$445	N. Virginia Mediation Service Fairfax, VA	N. Virginia Mediation Service 703-993-3656 nvms@gmu.edu	Course teaches practical and effective mediation skills applicable to many fields. Approved for Virginia mediator certification.
Alternate Dispute Resolution	9/18	E=\$75 L=\$125	N. Virginia Mediation Service Fairfax, VA	N. Virginia Mediation Service 703-993-3656 nvms@gmu.edu	Provide an up-to-date look at ADR methods, applications, do's & don'ts, sources of information and how to use and participate in ADR.
Labor Relations for Supervisors & Managers	9/18 thru 9/20	\$475	USDA Grad School Dallas, TX	USDA Grad School 214-767-8245	Teaches managers and HR professionals how to deal with labor issues in the workplace.
Freedom of Information & Privacy Act Workshop	9/18 thru 9/20	\$495	USDA Grad School Atlanta, GA	USDA Grad School 404-331-3488	Learn how to apply the basic principles of these two statutes.
Basic Labor Relations	9/18 thru 9/21	\$545	USDA Grad School Atlanta, GA	USDA Grad School 404-331-3488	This course is the foundation for labor relations expertise under Title V, Chapter 71, and Executive Order 12871.
Negotiating Labor Agreements	9/18 thru 9/22	\$645	USDA Grad School Boston, MA	USDA Grad School 215-861-4700	Learn preparation and conduct of traditional labor agreement bargaining.
Mediating Employee Disputes	9/19 thru 9/22	\$695	USDA Grad School Chicago, IL	USDA Grad School 312-353-2919	Learn what mediation is and the skills necessary to become an effective mediator.
Special Topics: E-Mail & Telephone Mediation	9/20	E=\$145 L=\$195	N. Virginia Mediation Service Fairfax, VA	N. Virginia Mediation Service 703-993-3656 nvms@gmu.edu	Introduces the unique features of telephone and e-mail mediation through simulations and discussions.
Strategic Planning: GPRA and NPR-Based	9/20 thru 9/22	\$545	USDA Grad School Boston, MA	USDA Grad School 215-861-4700	Both the Gov. Performance & Results Act and the Nat. Performance Review require us to reengineer our organizations to work better and cost less. Learning the skills of strategic planning can help build dynamic plans for growth and success.
Consulting Skills for Human Resource Professional: How to Partner With Management	9/21 thru 9/22	\$325	USDA Grad School San Francisco, CA	USDA Grad School 415-281-7025	Learn the role of consultant and partner to management, identifying the steps in the consultative process, selecting strategies, and using critical skills including facilitation.
Federal Mediation Role-Play	9/21 thru 9/22	E=\$315 L=\$365	N. Virginia Mediation Service Fairfax, VA	N. Virginia Mediation Service 703-993-3656 nvms@gmu.edu	Course is approved to meet the general mediator certification requirement for the observation of two cases.
Alternate Dispute Resolution	9/25 thru 9/26	\$395	USDA Grad School San Francisco, CA	USDA Grad School 415-281-7025	An overview of the many forms of dispute resolution.
Writing Performance Work Statements	9/25 thru 9/27	\$450	Management Concepts Vienna, VA	Management Concepts 703-790-9595 www.mgmtconcepts.com	Partnerships facing possibility of A-76 Contracting Out may wish to better understand this critical step in the A-76 process.
Basic Labor Relations	9/25 thru 9/28	\$595	USDA Grad School Washington, DC	USDA Grad School 202-314-3400	This course is the foundation for labor relations expertise under Title V, Chapter 71, and Executive Order 12871.
Adverse & Performance-Based Actions	9/25 thru 9/28	\$645	USDA Grad School Washington, DC	USDA Grad School 202-314-3400	Detailed instructions on how to handle critical ER actions and how to advise supervisors on making sustainable decisions under Title V, Parts 432 and 752 CFR.
Government Performance & Results: Managing Your Organization to Outcomes and Results	9/25 thru 9/29	\$2000	OPM E. Mgmt. Development Center Shepherdstown, WV	OPM E. Mgmt. Development Center 304-870-8008 www.opm.gov/mdc	This seminar assists Federal managers in implementing outcome management in their organizations consistent with the GPRA of 1993. (participants are normally GS-14 or above)

Consulting Skills for Human Resource Professional: How to Partner With Management	9/26 thru 9/27	\$325	USDA Grad School Minneapolis/St. Paul, MN	USDA Grad School 312-353-2919	Learn the role of consultant and partner to management, identifying the steps in the consultative process, selecting strategies, and using critical skills including facilitation.
Arbitration Case Preparation & Trial Practice	9/26 thru 9/29	\$525	FPMI Washington, DC	FPMI 256-539-1850 www.fpmi.com	To teach the essentials of preparing and presenting winning arbitration cases. To develop a case strategy, apply contract interpretation principles, develop direct and cross-examination strategy, prepare solid arguments and write effective briefs.
The Effective Facilitator	9/27 thru 9/28	\$310	Management Concepts Vienna, VA	Management Concepts 703-790-9595 www.mgmtconcepts.com	Participants learn how to increase participation & productivity of group members, build consensus, manage conflict, & keep meetings on track.
Significant Developments in MSPB Law, Process & Procedures	9/27 thru 9/28	\$495	Cathedral Hill Hotel San Francisco, CA	Government Training Institute 703-998-7446 www.govtrain.org	Members and staff of the MSPB and respected practitioners discuss recent MSPB cases and procedures.
Interest-Based Problem Solving	9/27 thru 9/29	\$475	USDA Grad School San Francisco, CA	USDA Grad School 415-281-7025	Learn the pitfalls of the traditional, adversarial approach and the techniques for resolving problems based on mutual and separate interests.
Employee Performance and Conduct Problems	9/28 thru 9/29	\$325	USDA Graduate School Atlanta, GA	USDA Graduate School 404-331-3488	Course teaches you how to proceed confidently when ordinary communications do not improve employee behavior.
Designing Federal Labor/Management Partnership Plans	9/29	E=\$295 L=\$345	N. Virginia Mediation Service Fairfax, VA	N. Virginia Mediation Service 703-993-3656 nvms@gmu.edu	In this workshop, participants will learn how to develop a collaborative partnership plan (as directed by recent Presidential Memo) as a first step toward implementation.
Facilitation & Group Consensus Building	10/12 thru 10/13	E=\$325 L=\$375	N. Virginia Mediation Service Fairfax, VA	N. Virginia Mediation Service 703-993-3656 nvms@gmu.edu	Learn and practice the skills necessary to structure, facilitate and build the consensus within meetings, conferences and multi-party decision making groups.
Mediation Process	10/16 thru 10/20	E=\$1,400 L=\$1,500	CDR Associates Boulder, CO	CDR Associates 800-442-7367 www.mediate.org	Presents a step-by-step approach to the mediation process and emphasizes the concepts, strategies, and skills effective in resolving conflicts. Includes several simulated mediation exercises.
Mediating Complex & Multi-Party Civil cases	10/21	E=\$150 L=\$200	N. Virginia Mediation Service Fairfax, VA	N. Virginia Mediation Service 703-993-3656 nvms@gmu.edu	Covers the knowledge and skills necessary to work with a combination of multiple parties, attorneys, substantive experts and complex issues.
Preparing Memoranda and Agreements	10/23	E=\$125 L=\$175	N. Virginia Mediation Service Fairfax, VA	N. Virginia Mediation Service 703-993-3656 nvms@gmu.edu	Develop skills in preparing documents for parties including practical tips, hands on practice, and ethical and unauthorized practice of law.
Conflict Resolution for Managers & Administrators	10/24	E=\$100 L=\$150	N. Virginia Mediation Service Fairfax, VA	N. Virginia Mediation Service 703-993-3656 nvms@gmu.edu	Knowledge of conflict resolution enables managers to avoid the time and effort that results from failing to anticipate workplace conflict and deal with it effectively.
Facilitation Skills	10/26 thru 10/27	E=\$550 L=\$600	CDR Associates Boulder, CO	CDR Associates 800-442-7367 www.mediate.org	This course is designed for people who are required to run public meetings and to manage multiparty consensus-building processes.
Professional Mediation Skills and Process	11/2 thru 11/4	E=\$395 L=\$445	N. Virginia Mediation Service Fairfax, VA	N. Virginia Mediation Service 703-993-3656 nvms@gmu.edu	Course teaches practical and effective mediation skills applicable to many fields. Approved for Virginia mediator certification.
MSPB Charges & Penalties	11/15 thru 11/16	E=\$525 L=\$575	Washington DC Area	Government Training Institute 703-998-7446 www.govtrain.org	Everything about selecting, supporting and challenging charges for misconduct before the MSPB.
E=Early Regis L=Late Regis 3=3 Or More					